

FEATURES THE TRADING ENTERPRISES PERSONNEL MOTIVATION IN EXTERNAL CRISIS CONDITIONS



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JEL Classification: M12 Personnel Management

Abstract. In the article the questions of motivation of the personnel of trading enterprises in the conditions of an external crisis are investigated. The high level of the shadow economy, excessive bureaucracy and the ineffectiveness of state support for key sectors of the economy create prerequisites for the high sensitivity of the Ukrainian economy to external crisis processes. The structure and development of the personnel motivation system directly depends on the financial results of the trading company, which is largely influenced by the general state and financial

security of the national economy.

An assessment of the security environment of the functioning of trading enterprises has been carried out on the basis of the analysis of net profit of trading enterprises. The peculiarities of approaches to motivation of personnel of trade enterprises are emphasized. The average monthly wage offered by vacancies in the retail sector was comprised.

It is stressed on the importance of improving the strategy of motivation of personnel taking into account possible crisis processes in the economy, underestimation of which can become a factor in the destruction of the system of motivation in connection with the introduction of unscrupulous tools of motivational influence.

Keywords: *personnel motivation, crisis, anti-crisis management, trade enterprise, material incentive of personnel.*

Introduction

Motivation in itself is one of the most complex functions of personnel management. At the same time, its role is crucial for enterprises with a high level of labor intensity of products and services, which include trade enterprises.

So far, on the pages of scientific journals discussions are being held on optimal models of motivation of the personnel. Only in rare cases the implementation of existing models leads to a general satisfaction with the system of personnel motivation in practice. And practically unexplored issues remain related to the motivation of personnel during the crisis period of the operation of the enterprise.

The problem of personnel motivation during the crisis period was investigated by Karpenko Yu., Koshovy B.P., Salov N., Tuzhilkina O., Yurchyshyn V. and others. At the same time, the preconditions, tools and mechanisms of development and transformation of the system of motivation of personnel of the enterprises of the trade sphere in the conditions of the external crisis remain insufficiently investigated.

Thus, the purpose of the article is to justify the peculiarities of the motivation of the personnel of the trading enterprises in the conditions of the external crisis.

Results

The Ukrainian economy, after gaining the Independence due to objective reasons, often suffered from crises caused primarily by the absence of an integrated strategy for the

development of the socio-economic system, the ineffectiveness of market transformations, the activity of egocentric actors who sought to obtain personal gain without taking into account the interests of others participants in market

relations. Salova NA in a scientific paper, published in 2014, emphasizes that "the issue of labor motivation is not only a matter of economic incentives for an employee - pay him salary, but also to a great extent the questions of his internal motives of activity, social and cultural level the development of an environment in which the enterprise and the commonly accepted principles, models of activity and standards of behavior of a person act in a certain social and labor environment. The issue of personnel motivation in the current conditions of the economic situation in Ukraine, when there is a declining economy, has a non-payment crisis, when a significant number of enterprises are aware of the necessity of reducing staff, reducing labor costs and, at the same time, trying to retain highly skilled employees, is an objective necessity. Therefore, the introduction of modern systems of motivation can be considered with certainty as an important aspect of the economic strategy of Ukrainian enterprises" [1, C. 307].

The high level of the shadow economy, excessive bureaucracy and the ineffectiveness of state support for key sectors of the economy create prerequisites for the high sensitivity of the Ukrainian economy to external crisis processes. Thus, the global financial and economic crisis of 2008-2009 virtually ceased to affect the functioning of economic entities in developed countries already in 2009, in Ukraine its echoes still exist. V. Yurchyshyn said: "The crisis of 2008-2009 rejected the Ukrainian economy a few years ago, and the crisis processes of 2013-2014 will further aggravate Ukraine's position

in the global economy in the medium-term perspective. It should be acknowledged that in the post-crisis period of 2010-2013, when the world economy managed to recover relatively stable growth, and the emerging economies even accelerated the economic recovery, the Ukrainian economy plunged into a long-term recession (the turbulent events of 2014 only emphasized the crisis state - during 2012-2013 the rates of growth of the domestic economy were actually zero) "[2, p. 3].

At the same time, as rightly noted by O.V.Tuzhilkin, in the pre-crisis period, together with the processes of economic growth and relative stabilization in the Ukrainian economy, there was a significant change in this field of labor motivation. The scientist argues that businesses have in practice felt that the development and success of market relations is impossible without integrating into "global efforts" to find new modern forms of motivation and stimulation of labor [3, p. 156].

The structure and development of the personnel motivation system directly depends on the financial results of the trading company, which is largely influenced by the general state and financial security of the national economy.

An assessment of the security environment of trading companies can be made on the basis of an analysis of the net profit of trading enterprises, and in particular, the share of enterprises that have suffered a loss. Comparison of the share of such enterprises by types of economic activity belonging to the trade with the total number of enterprises is shown in Fig. 1

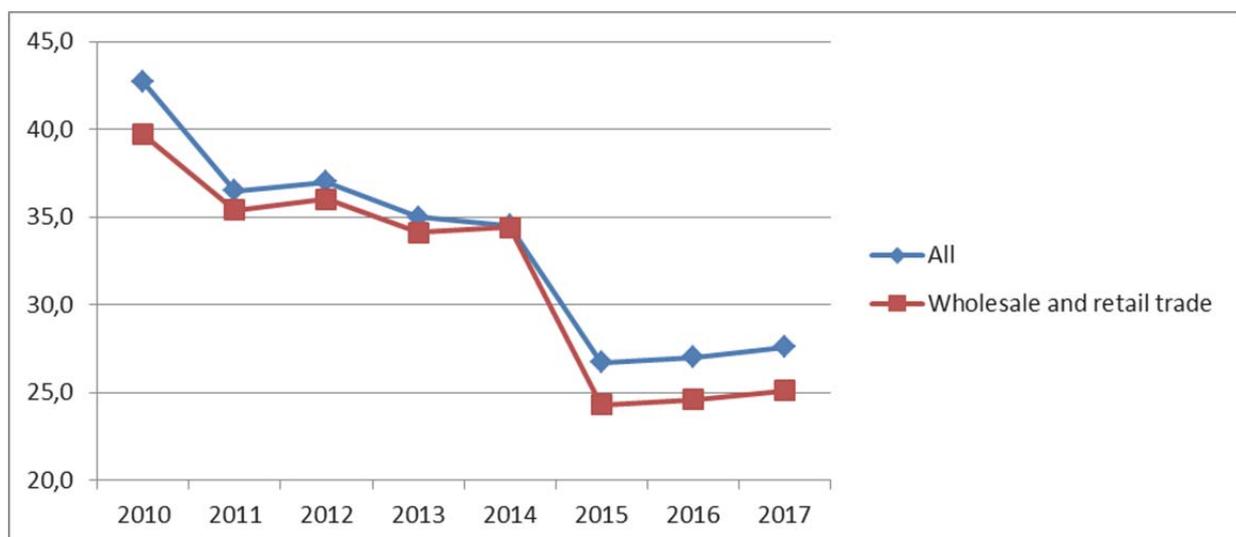


Figure 1. Comparison of the share of enterprises in the sphere of trade and the total share of enterprises that have suffered losses,%. *formed by the author for [4].

The general dynamics of the industry indicates that the enterprises of the trade are more resistant to the crisis processes in the economy, because the share of loss-making enterprises, except for 2014, was lower compared to the average level in all branches. Moreover, from 2015, there is a more significant gap between the share of unprofitable trading enterprises and the average level, which can be explained by the experience of post-crisis recovery, which is derived from the global financial crisis.

The next step is to compare intra-industry indicators.

In the wholesale trade, the following types of economic activity are distinguished: motor vehicle trade (X1), maintenance and repair of motor vehicles (X2), trade in parts and accessories for vehicles (X3), trade in

motorcycles, parts and accessories (X4), maintenance and repair of motorcycles (X5), wholesale trade, except trade in motor vehicles and motorcycles (X6), wholesale trade for remuneration or on contract basis (X7), wholesale trade in agricultural raw materials and live animals (X10), wholesale trade in information and communication equipment (X11), wholesale trade in other machinery and equipment (X12), other types of specialized (X10), wholesale trade in foodstuffs, beverages and tobacco (X9), wholesale trade in goods of economic purpose (X10), wholesale trade in information and communication equipment wholesale trade (X13), non-specialized wholesale trade (X14).

The comparison of the share of wholesalers that have been damaged is presented in Fig. 2

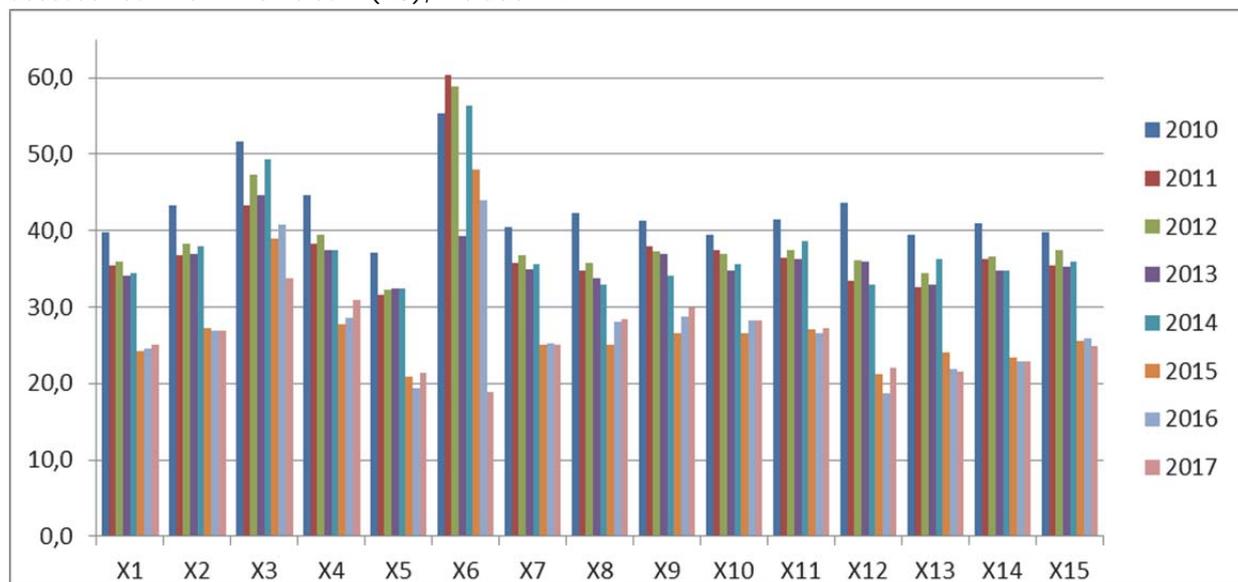


Figure 2. Comparison of the share of enterprises in the wholesale trade, which received a loss,%. * formed by the author for [4].

As we can see, the largest share of unprofitable enterprises was observed during the analyzed period in the wholesale trade of agricultural raw materials and live animals, as well as trade in parts and accessories for motor vehicles, and in recent years, in the area of motorcycle trade, parts and accessories.

The structure of retail trade is represented by the following types of economic activities, such as retail trade, except trade in motor vehicles and motorcycles (X16); retail trade in non-specialized stores (X17); retail trade in

food, beverages and tobacco in specialized stores (X18); fuel retail (X19); retail trade in information and communication equipment in specialized stores (X20); retail trade in other commodities of economic purpose in specialized stores (X21); retail sale of cultural goods and goods for rest in specialized stores (X22); retail trade in other goods in specialized stores (X23); retail from trays and in markets (X24); retail out of stores (X25).

Comparison of the share of enterprises in these types of activities that have been damaged is presented in Fig. 3

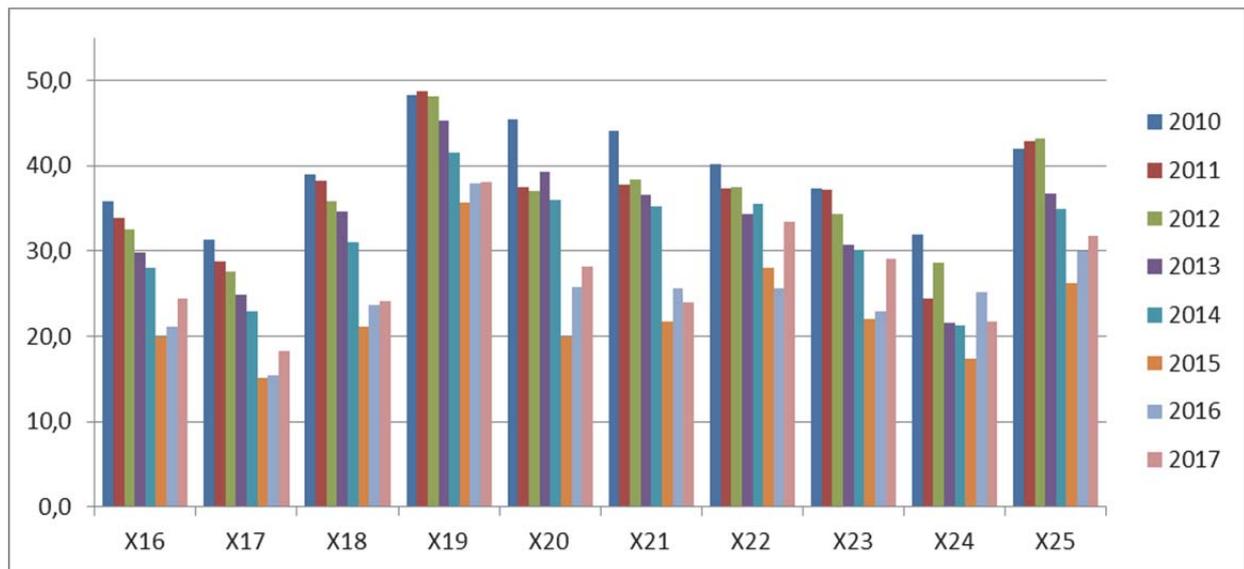


Figure 3. Comparison of the share of enterprises in the retail sector, which received a loss,%.
* formed by the author for [4].

According to the results of the analysis, we can note that the largest share of losses is observed among enterprises of retail trade of fuel and retail trade outside of shops. Stably unprofitable, in particular, during the last years, there are enterprises trading in cultural goods and recreational goods in specialized stores, as well as retailers of other goods in specialized stores.

According to Y. Karpenko, "Competition, which is growing on the consumer market, forces the leaders of trade enterprises to reflect on the introduction of modern technologies and new approaches to the organization of trade. Changes in the company help to generate additional profits and win loyalty of customers. However, all measures can give the expected effect only in the case of a competent system of stimulation and motivation of the personnel of the trade enterprise "[5, 292].

Approaches to the motivation of the personnel of trading enterprises have a number of features that significantly differentiate them from the approaches adopted in other areas of management. Firstly, the high level of shadowing of the activity of retail enterprises determines the emphasis on the "informal component" of the motivation - the bonus part "in the envelope". Secondly, low qualification requirements create preconditions for high staff turnover. Third, most often the motivational component is tied to sales, which, to a certain extent, makes it dependent on strategic management

of an enterprise (for example, the presence of a client base, the location of an enterprise, etc.). Fourthly, the above-mentioned features of the motivation of the personnel of trading enterprises create preconditions for unpreparedness to crisis processes in the external environment. Consider these features in more detail.

According to the estimates of the Ministry of Economic Development, the level of shadowing in the sphere of trade, as of 2018, is 22% of the official gross value added, which is significantly below the national average (32%) [6]. The average monthly salary from 2014 is steadily higher than the average for the country (5808, 7631, 9404 UAH against 5183, 7104, 8865 UAH in 2016-2018) [7]. At the same time, according to a sample survey of the State Statistics Service of Ukraine, in 2017, the average per capita income of households was UAH 3386.86. month. In the majority of households surveyed (8926.6), income was lower than this indicator. Under these conditions, only 4.4% of households had enough income and they made savings, 41.8% were enough, but did not save; 47.6% were constantly denied the most necessary, except for food. Among the households surveyed, 37.8% of respondents believed that they needed income of more than 9 thousand UAH. in order not to feel poor [8]. According to the job aggregator Work.ua, the average salary by the category "Retail" in Ukraine for the proposed vacancies for June 2019 is UAH 9000, which is close to the average monthly

salary calculated by the State Statistics Service of Ukraine. However, more detailed analysis shows the presence of deviations

related to qualification requirements, as well as regional coefficients.

Table 1

Comparison of the average monthly wage offered by vacancies in retail trade *

Profession	Average salary, ths. UAH.	Average salary by region, ths. UAH			
		Kyiv	Dnipro	Zaporizhzhia	Lviv
Merchandiser	9	10	8	6	8
Seller	9	12	9	8	8,5
Cashier	8,5	10	8	7,6	8
Commodity specialist	10	11	9	7	8,5
Store manager	10	14	11	8	9
Seller of flowers	8	10	-	-	8
Head of pharmacy	12	12	-	-	-
Managing a chain of stores	15	18	-	-	-
Network store manager	15	15	-	-	-
Sommelier	12	12	-	-	-
Clogger	11	11,5	12	-	13,4

* Compiled by the author based on [9]

Additionally, we note that for most of the vacancies analyzed, the specified wage bill includes bonuses or a percentage of sales, that is, the rate is significantly lower. In this context, we will agree with O. V. Tuzhilkina, who emphasizes: "Systems of material incentives have a market nature. They are formed under the influence of the labor market and the actions of competitors and are based on the direct dependence of payment and place and the official hierarchy of the enterprise, on the employee's labor contribution. Against the background of the general state of the economy, the effectiveness of this system is almost entirely determined by the economic, personnel policy and efficiency of the enterprise "[3, p. 156].

Taking into account the given data we can suggest that for the low skilled workers the main factor of motivation is the additional earnings in the form of bonuses, as well as

the desire to increase the position or transition to a higher position in another enterprise, which offers higher earnings. And if the first motive for career growth can increase labor productivity, then the second provokes the turnover of staff, exacerbating in the event of crisis processes that make it impossible for employees to pay wages in a timely manner. On the other hand, in the event that crisis processes lead to a reduction in supply on the labor market, bonus payments remain the only factor in motivation, the limitation of which may be a temptation for enterprises, given the difficult financial and economic situation and the absence of possible ways of retreat for workers. In general, this can provoke the demotivation of the labor of the personnel of the trading enterprises, which was investigated in detail by Koshova B.P.O. [10].

Conclusions

The study emphasizes the four peculiarities of the motivation of the personnel of commercial enterprises in the conditions of the crisis - the connection of this process with the shadowing of the economy and the unofficial component of wages; differentiation of motivational mechanisms in relation to the level of qualification and position occupied; the dependence of the incentive payments on factors that the employee has no influence; weak readiness of the system of motivation of trading enterprises to crisis processes of the environment.

It is stressed on the importance of improving the strategy of motivation of personnel taking into account possible crisis processes in the economy, underestimation of which can become a factor in the destruction of the system of motivation in connection with the introduction of unscrupulous tools of motivational influence.

A promising direction for further research is the identification of the features and directions of the development of the system of motivation in the context of internal crisis processes.

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